

**LWIA 6
2012 Local Strategic Plan
PHASE 1**

Baldrige Written Narrative

“No modifications to the 2011-2012 narrative”



A Tennessee Career Center Partner

Gary D. Morgan
Executive Director

Local Workforce Investment Area Six

January 27, 2012

Christy Montgomery
Grant Program Manager
Youth and Planning
Division of Workforce Development
220 French Landing Drive, 4-B
Nashville, TN 37243

Dear Christy:

At your request, you will find enclosed the 2012 Phase II Local Strategic Plan for LWIA 6, Workforce Solutions.

Sincerely,

Diane Redmond
Executive Secretary

Enclosure

P.O. Box 1628, 410 Wilson Avenue, Tullahoma, TN 37388
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Workforce Solutions is an Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. This project is funded under an agreement with the Tennessee Department of Labor and Workforce Development.
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2011 Local Strategic Plan

1. Leadership

1.1 Senior Leadership

1.1a Organizational Vision and Values

1.1b Communication and Organizational Performance

I. Leadership

Workforce Solutions is an organization, created by a vote, in the Tennessee General Assembly, to become the administered entity for the Workforce Investment Act in Local Workforce Area Six. The Local County Mayors and County Executives also approved Workforce Solutions to serve as fiscal agent for Local Workforce Area Six funds.

1.1 Senior Leadership

Our senior leaders lead by committing themselves to completing their job responsibility in a professional and timely manner and also by encouraging our fellow employees to commit themselves to the same professional responsibilities. The senior leaders lead by direction and guidance from the Executive Director, knowing there is an open door, and provides a hands-on leadership therefore, the senior leaders lead in "like" manner. All the senior leaders have been involved with WIA since its inception. The staff works independently as much as possible and in concert with the Executive Director.

1.1a Organizational Vision and Values

Workforce Solutions, under the direction of the Local Workforce Investment Board, and the Local County Mayors and County Executives partnered with the Tennessee Career Center agencies to develop the strategic plan for administering the Workforce Investment Act and create a mission and vision statement.

VISION: Create a workforce system that will serve as the premier provider of employment, training and educational services to employers and job seekers in the Local Workforce Investment Area Six.

MISSION: To provide a comprehensive network of career employment, training, educational, and support services for the region's employers, employees, and job seekers.

1.1b Communication and Organizational Performance

The success of any organization depends on the proper communication with board, partners and staff that performs the day-to-day activities of the organization. As the administrative entity of LWIA-6, Workforce Solutions conducts regular staff meetings, as well as career center consortium meetings. These meetings provide insight to all partners of the services available to clients who come to the Career Centers.

Workforce Solutions also prepares monthly reports for the Local Board, County Mayors and County Executives, and staff that details financial reports, registrations, placements, individual county activities, and cost of services provided. These communication efforts have proven to be extremely successful allowing all parties involved to have a clear picture of performance on a monthly basis.

Workforce Solutions, LWIA 6 is always working to better partner relationships, enhance communication, encourage innovative thinking and increase customer service and satisfaction on all levels ranging from jobseekers to employers. In our analysis of how our senior leaders lead, LWIA 6 prepared a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis looking for indicators of problem areas that need attention and corrective action plans.

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1.1b. SWOT Analysis
(changes in blue)
Explanation of Weaknesses

1.1b –SWOT Analysis

(Changes in Blue)

Strengths	Opportunities
<ul style="list-style-type: none"> • Professional employer relationships • Good working relationships with our career center partners • Support from the board and local elected officials • Performance-based OJT Program • Accessible staff with focus on serving needs of participants and employers • Fiscal Accountability • Incumbent Worker Program • Providing Career Readiness Certificates to Career Center, secondary, post-secondary, and adult education in support of business and industry • Organizational structure • Diversity of youth program services • Continuation of Summer Youth Program- dual enrollment and new high school programs • Availability of Mechatronics training • Support of state Dept of Labor funding of statewide projects • Stabilization of the unemployment rate 	<ul style="list-style-type: none"> • New Employers – expansion of plants and services to employers • Retention of existing industry • Continued growth of the OJT program • Regional organized industry associations • To serve LEP individuals • Youth STEM Prog – TN Tech University • Marketing of CC partner services • Jobs for Tennessee graduates • To partner with all LWIA6 industrial boards • Nissan’s new electric autos will result in additional jobs • Participate in the “Three Star” and “Connect Tennessee” Programs • Promotion of “green” jobs and training • Promotion of CRC to include career centers and employers • Workforce Solutions as the administrative entity of TN Labor Management Center • Job creation thru the Volkswagen opening • Continued increase awareness of services for individuals with disabilities
Weaknesses	Threats
<ul style="list-style-type: none"> • Loss of high wages/shortage of available high-wage jobs • Availability and cost of transportation for participants • Facility – lack of parking space and computer labs • Reduction of Wagner-Peyser funding • Lack of diversified employer base • Uniform performance measures among the CC partners • Delayed authorization of SY program funding • Insufficient staffing of CC partners • Eligibility requirements for youth program 	<ul style="list-style-type: none"> • Funding reductions • Downsizing of major industry • Increasing unemployment rate • Increase of employer UI tax rate

Weaknesses

No "Weaknesses" explanations – same as last year with the exception of the removal of "Delayed authorization of SY program funding."

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1.2 Governance and Social Responsibilities

1.2a Organizational Governance

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1.2a Organizational Governance

Workforce Solutions is structured to have different governing bodies, with different responsibilities for each. First, the Local County Mayors and Executives have assigned the responsibility of fiscal agent and administrative entity to Workforce Solutions. The Executive Director of Workforce Solutions reports monthly to this governing body on all matters that relate to WIA grants. Second, the Local Workforce Investment Board has the responsibility of approving all policies, procedures and program funded through

the Workforce Investment Act. This body also provides oversight to the programs funded to adults, dislocated workers and youth participants. Third, the Local Youth Council reviews and provides recommendations to the Local Board, contractors who provide youth services to at-risk students in the seven (7) county areas in LWIA 6. As with the County Mayors and County Executives, the Executive Director reports monthly to the Local Workforce Board, updating the performance of services offered to participants. The Youth Coordinator is the liaison between the Youth Council and the Executive Director.

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1.2b Legal and Ethical Behavior

2. Strategic Planning

2:1a Strategic Development Process

2.1b Strategic Objectives

1.2b Legal and Ethical Behavior

Workforce Solutions, under the direction of the Local Workforce Investment Board and the Local County Mayors and County Executives, has the responsibility of providing the best possible services to individuals and organizations requesting them. County Mayors, County Executives, and the Executive Director evaluate financial reports monthly and meet quarterly for updates.

The Workforce Investment Board and the Executive Director reviews program performance monthly and meets quarterly. The County Mayors, County Executives, the Local Workforce Board, and Workforce Solutions share a social responsibility to be fiscally accountable with taxpayer dollars to ensure that for every dollar spent, an equal value service is provided. A prime example is the on-the-job training contracts, which are performance based. If the individual training provided through these contracts is not complete, no action is taken. Meetings with the Career Center partners are held on a regular basis to monitor the success of the program.

Workforce Solutions has developed a public reputation of providing leadership in the recruitment of new employees and providing services to existing employers. It is first and foremost the responsibility of Workforce Solutions to ensure that expenditures of taxpayer dollars provide positive outcome for those individuals being assisted.

2: Strategic Planning

2:1a Strategic Development Process

The Strategic Planning Process requires input from all Career Center Partners. Each partner maintains individual budgets and performance levels; however the success on the Career

Center Systems depends on the success of the partners as a whole. The structure for the Strategic Planning Process each year is provided by the Tennessee Department of Labor and Workforce Development, which in turn compiles with requirements set forth by the Workforce Investment Act.

.As a result of the partnership planning in the local area, a SWOT Analysis is completed each program year. This analysis reveals the strengths, weakness, opportunities and threats that exist in the Local Workforce Area Six. As this information is gathered, a plan of actions to address the concerns is implemented by all Career Center partners. Meetings with the Career Center partners are held on a regular basis to monitor the success of the program. Another major component of the Strategic Planning Process is to ensure that adequate and high demand occupation training is provided to individual seeking to prepare themselves for the workforces of the future. Demand occupation training is provided through but not limited to the following:

- Community Colleges
- Technology Centers
- Eligibility Private Training Providers
- On-the-Job Training Contracts
- Incumbent Worker Contracts
- Skill Shortage Contracts
- Career Readiness Certificates
- Youth Contractors

Workforce Solutions continually reviews the training process and will strive to develop training for the job of the future such as bio-diesel, biotech, green and others.

2.1b Strategic Objectives

The first and most important goal for Workforce Solutions and all Career partners is to assist every participant in not only finding employment, but employment that provides a livable wage. In achieving this goal, several other goals must be met prior to employment, such as:

- Developing a process that provides a seamless delivery of services and referrals to customers
- Career Center Partners with trained staff that are competent in their programs and have knowledge of partner services for proper referrals
- Provide services to job seekers such as, soft skills training, resume writing, interviewing skills, job search, job coaching, computer skills, individual training accounts through state eligibility training providers
- Assessments and testing in preparation for GED exams and Career Readiness Certificates (CRC)
- Skills shortages training in area such as plastic injection molding machine operations; with several automotive suppliers in LWIA 6; the demand for this skills set is extremely high
- Available apprenticeship programs, that provide training in the building trades industry; these programs provide a good wage to participants, as well as increase as training components are completed
- Lineman apprenticeship program are also available through a partnership with International Brotherhood of Electrical Workers

- Workforce Solutions work hand-in-hand with the veteran representatives at the Career Centers to ensure a smooth transition from military work to civilian employment, and it will be a priority to provide any person with a disability with every tool available to become employable from accommodation in the Career Centers to accommodation in the workplace
- Workforce Solutions and the Career Center Partners will continue to assist employers with their employment needs through customized training, on-the-job training, incumbent worker training, Career Readiness Certificate Work Keys Assessments, and job profiles. Every effort possible will be made to connect employers and training providers so the required post-secondary training program can be established.
- In addition, a goal of Workforce Solutions is to meet or exceed the performance measures established by negotiations between the Tennessee Department of Labor and Workforce Development and the Local Workforce Investment Board.

With the loss of hundreds of high paying jobs in LWIA 6, a reduction in performance measured is requested. Individuals are forced to accept lower paying jobs, and often times they do not remain on their jobs. This trend seems to apply to the adult and dislocated worker populations.

The performance levels were adjusted by reviewing actual performance for the past two program years. We also conducted a job outlook analysis with local industrial boards and used this information to determine our proposed performance levels. We do feel however, with the announcement of Volkswagen coming to the Chattanooga area, the job opportunities will be enhanced greatly in LWIA 6.

While past performance has exceeded required state levels, new youth standards have been untested locally and are unknown. With depressed economic conditions and since this will be the first year of common measures, the youth program is proposing performance no greater than the 2008 state standards.

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SWOT – ARRA SUMMER YOUTH SERVICE - 2009

SWOT - ARRA SUMMER YOUTH SERVICE - 2009

On April 21, 2009, Local Workforce Investment Area Six received board approval for summer youth policies to serve Bedford, Coffee, Franklin, Grundy, Lincoln, Moore and Warren counties. After public advertisement, the first line of staff was employed May 1, 2009. Realizing the diversified educational levels, career and job interests, a total of forty staff were employed; most were part-time teachers and supervisors. Workforce Solutions administered youth activities by two methods. Services were provided in house to five of seven counties; two counties, Franklin and Grundy administered operations within their county government. Staff worked efficiently in marketing the program and recruiting interested and qualified clients. During the last month of school, 768 applications were received for youth ages 14 – 24. A total of 513 entered into a six week program that concluded July 17, 2009. Local communities supported ARRA by committing 144 worksites and sufficient classroom space for instruction and training.

SNAPSHOT

Classroom instruction was structured to meet educational levels:

- Basic Skills
- High School Credit
- College Credit

Two layers of registration generated a total of 513 youth:

- WIA Eligible
 - Qualifying under LWIA 6 eligibility standards – 485
 1. Bedford County, 61
 2. Coffee County/Manchester, 54
 3. Coffee County/Tulahoma, 53
 4. Franklin County, 77
 5. Grundy County, 72
 6. Lincoln County, 50
 7. Moore County, 22
 8. Warren County, 96
- Statewide – 28

Out of School youth totaled 40%.

Worksites: 144

- 40 remained at their place of employment at the conclusion of summer youth

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SWOT – ARRA SUMMER YOUTH SERVICE 2011

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The remaining ARRA dollars will enable a modest 2011 youth program, targeting out-of-school youth and emphasizing private sector employment. Our commitment is to provide quality work experience to the largest target population possible. At this time LWIA 6 is preparing for a modest size Summer Youth program to be initiated early spring, operational in May and conclude June 2011.

(SWO1 – ARRA SUMMER YOUTH SERVICE 2011)

- April – Eligibility
- May – Start Up
 - Youth Orientation
 - Worksite assignment
- June – Conclude work assignment
 - Program Closure

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Define Regional Economic Development Partnership
Define Top Three Industry Targets

Define regional economic development partnership:

In today's economic environment the boundaries and services of Local Workforce Area Six does not always meet the needs of job seekers and employers. This situation has created the need for regional partnerships between local workforce areas to provide the needed services throughout the regions. Local Workforce Area Six and Seven have partnered in several areas to provide training and employment opportunities for individuals from both local areas.

These services included:

- Post graduation assistance to registered nurses at Motlow State Community College
- Post graduation assistance to EMT students at Motlow State Community College
- Purchased an LPN class at Tennessee Technology Center at McMinnville

Each of these programs is in the high demand occupations health related fields.

In the 2009 ARRA Summer Youth program both local areas funded students to attend STEM camps offered at Tennessee Technology University.

Local Workforce Area Six and Area Ten have partnered to purchase classes for individuals from both areas at the Tennessee Technology Center in Shelbyville.

Define Top Three Industry Targets:

- Manufacturing/Production Occupations
- Healthcare and Social Assistance
- Transportation and Material Moving Occupations

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SWOT MEETING ROSTER

SWOT MEETING ROSTER

Partners met on December 6, 2010

**Workforce Investment Act Title I
Programs (Adults, Dislocated Worker,
Youth, and National Programs)**

**Gary D. Morgan
Jim Parks
Lana McAnally
Diane Redmond**

**Wagner-Peyser (WIA Title III,
Employment Service), Veterans,
Unemployment Insurance**

Karen Woosley

**Adult Education and Literacy
(WIA Title II)**

Joyce Hiebert

**Senior Community Service
Employment Programs**

Pamela Morris

Vocational Rehabilitation

Deborah Michael

SIGNATURE PAGE

This plan modification represents the LWIA 6 Workforce Investment Board's efforts to maximize resources available under Title I of the Workforce Investment Act (WIA) of 1998 and to coordinate these resources with other State and local programs in this Local Workforce Investment Area.

This plan modification is submitted for the period of July 1, 2011 through June 30, 2013 in accordance with the provisions of the Workforce Investment Act. We further certify that we will operate our Workforce Investment Act Program in accordance with this plan and applicable federal and state laws and regulations.

Workforce Investment Board Chair


Signature

Allen Pitner
Name (printed or typed)

Owner-Economy Pen & Pencil
Chairperson/LWIA 6
Title

1/18/11
Date

Chief Local Elected Official


Signature

Richard Stewart
Name (printed or typed)

Franklin County Mayor
Chief Elected Official/LWIA6
Title

1/18/2011
Date